

Goal: ORGANIZATIONAL EXCELLENCE

Department: HUMAN RESOURCES

Program Strategy: PERSONNEL SERVICES

47501

Provide personnel services to general public for recruitment & application purposes and manage the employment process for client departments in a timely manner in accordance with the City's Merit Syst

Service Activities

Administration
Employment
Employee Relations
Employee Equity
Classification Compensation
Testing
Training and Organizational Excellence

Desired Community Condition

No desired community conditions exist.

Strategy Purpose and Description

The Human Resources Department's mission is to provide an integrated human resource system that supports the City's five-year goals and objectives allowing employees to utilize their full potential in alignment with the City's overall goals and objectives.

The integrated human resource system includes:

□□□□

Administration (City Council Protocols, Personnel Rules and Regulations, Merit Systems Ordinance)

□□□

Insurance and Benefit (Maximization of benefit services to employees, consultation for retirement benefits, administration of insurances and benefits)

□□□□□

Employment (Recruitment, selection, and retention of employees)

Classification/Compensation (Equitable classification, competitive compensation, and benefit programs for all employees)

Testing (Development, validation, and administration of entry-level and promotional examinations for public safety departments; administration of clerical, keyboard, and accounting pre-employment examinations; and new employee orientation) □ Training (Career awareness and training opportunities, in-service skill training programs, leadership and management training programs, and consultation services for organizational development/design)

Primary customers: City employees, departments, applicants/candidates for employment, transfer or promotion.

Current state of customer conditions: Customer satisfaction is moderate to good overall.

Customer conditions being addressed:

□ Continued automation of manual processes

□ Development and implementation of tiered management/leadership training program.

Changes and Key Initiatives

None

Input Measure (\$000's)

| | | | |
|------|-----|------------------|-------|
| 2002 | 110 | 110 GENERAL FUND | 1,780 |
| 2003 | 110 | 110 GENERAL FUND | 2,198 |

FY02 amounts are the approved mid-year adjusted amounts and FY03 are proposed amounts.

| Strategy Outcome | Measure | Fiscal Year | Projected | Actual | Notes |
|---|---|-------------|-----------|-----------|--|
| Rating of overall customer satisfaction | A City-Wide Customer Satisfaction Survey was conducted in FY00 to measure the employees' satisfaction with the services provided by the Human Resources Department. | 2001 | | see notes | FY/02: 80% of overall customer satisfaction FY/01: 77% of overall customer satisfaction |

2002 80%

2003 80%

Priority Objectives

Fiscal Year

Priority Objectives

2003

OBJECTIVE 3. Augment current training methods to include: synchronous & asynchronous Web-based training, self-study training modules that can be viewed and/or printed for use by departments or participants, a "Train-the-Trainer" partnering network that will develop subject-matter experts from various city departments, thus creating a cadre of trainers to deliver training on an as-needed basis.

Goal: ORGANIZATIONAL EXCELLENCE**Parent Program Strategy: PERSONNEL SERVICES****Department: HUMAN RESOURCES****Service Activity: Administration****4710000****Service Activity Purpose and Description**

The administrative function in the Human Resources Department is responsible for providing guidance and direction to all Divisions: Employment, Classification & Compensation, Testing & Training, Insurance & Benefits, Employee Relations and the Employee Equity Office. Our mission is to disseminate, maintain and interpret the Personnel Rules and Regulations to ensure personnel actions from the recruitment stage to the retirement stage are processed in accordance with the governing federal, state and city laws.

In FY03 HRD Administration will continue the effort of 1) automating manual processes, 2) evaluating HR Procedures and updating as needed, 3) reevaluating current services and reassigning staff to critical areas, 4) implementing an initiative in partnership with City departments to evaluate department procedures for consistency with the MSO, Personnel Rules & Regulations and bargaining unit contracts, and 5) enhancing the capability and effectiveness of the newly acquired Employee Relations and Employee Equity Offices.

Primary Customers: Our customers are comprised of citizen applicants, city employees, all levels of city administration, other governmental agencies and the public at large.

Customer Conditions: Positive

Changes and Key Initiatives

The key initiatives will be:

- 1) To complete the classification study for HR related positions and the I-series.
- 2) To review and finalize job descriptions upon final completion of the Andersen study.
- 3) To complete the electronic integration of the B3 and P1 to minimize points of data entry and provide simultaneous closeout of documents upon completion of the new hire process.
- 4) To expand the development and use of the HR Procedures Manual to ensure consistent processing of personnel actions.
- 5) To provide citywide training on the Personnel Rules and Regulations and Bargaining Unit contracts.
- 6) To develop and expand the services provided by the Employee Equity Office and the Office of Employee Relations.
- 7) To complete the FLSA study for M series positions.

Input Measure (\$000's)

| | | | |
|------|-----|------------------|-----|
| 2002 | 110 | 110 GENERAL FUND | 341 |
| 2003 | 110 | 110 GENERAL FUND | 399 |

FY02 amounts are the approved mid-year adjusted amounts and FY03 are approved amounts.

Strategic Accomplishments

FY/01: To achieve an overall satisfaction from customers by completing the key initiatives for the administration area. Implement next phase of Classification Study. Automation of B3 process (Phase 1 - Requests to Release/Advertise vacancies). Complete Automation of B3 (Phase 1: Allow electronic submittal).

FY/02 (projected): Implement next phase of Classification Study. Automation of B3 process (Phase 2 - Requests to create/reclassify positions). Complete Automation of B3 (Phase 2 - Allow access through the City's Intranet).

FY01: Provide on-line employment applications, position specifications (ongoing) and on-line transmittal of resumes by applicants directly to respective departments.

| Quality Measures | Fiscal Year | Projected | Actual | Notes |
|-------------------------------|--------------------|------------------|---------------|--|
| Provide supervisory training. | 2001 | | | 100% of city supervisors/administrators will be trained on the new rules |
| | 2002 | see notes | | 100% of city supervisors/administrators will be trained on the new rules |
| | 2003 | see notes | | 100% of city supervisors/administrators will be trained on the new rules |

| Quality Measures | Fiscal Year | Projected | Actual | Notes |
|--------------------------------------|--------------------|------------------|---------------|---|
| Use of automated Application Update. | 2001 | | 10% | 100% of employees will submit their applications electronically |
| | 2002 | see notes | | 100% of employees will submit their applications electronically |
| | 2003 | see notes | | |

| Quality Measures | Fiscal Year | Projected | Actual | Notes |
|------------------------------|--------------------|------------------|---------------|--|
| Use of automated B3 process. | 2001 | | 100% | Target is 100% of B3 requests will be processed through the automated system |
| Use of automated B3 process. | 2002 | see notes | | 100% of B3 requests will be processed through the automated system |
| | 2003 | see notes | | |

Goal: ORGANIZATIONAL EXCELLENCE

Parent Program Strategy: PERSONNEL SERVICES

Department: HUMAN RESOURCES

Service Activity: Employment

4720000

Service Activity Purpose and Description

Services Delivered: The employment division recruits, selects, and retains a diversified, professional staff of the highest caliber.

Primary Customers: City employees, Departments, Applicants

Customer Conditions: Positive.

Changes and Key Initiatives

The Employment Division will be integrating the B-3 with the P-1 system to eliminate duplicate data entry which will provide consistent data through out the hiring process.

Develop a new automated advertisement program to provide an accurate expediate and professional advertisement

Develop an automated notification to all City departments of job announcements.

Develop a subscription for on-line job announcements for internal and external customers

Develop a Customer Satisfaction Survey to be administered at the Employee "Intake" process. The survey would capture the employees experience during the hiring process.

Input Measure (\$000's)

| | | | |
|------|-----|------------------|-----|
| 2002 | 110 | 110 GENERAL FUND | 474 |
| 2003 | 110 | 110 GENERAL FUND | 390 |

FY02 amounts are the approved mid-year adjusted amounts and FY03 are approved amounts.

Strategic Accomplishments

FY/02 : Update City-Wide Employment Manual,

Completed the on-line B-3

Automation of applicaiton and qualifying process

| <i>Output Measures</i> | <i>Fiscal Year</i> | <i>Projected</i> | <i>Actual</i> | <i>Notes</i> |
|------------------------|--------------------|------------------|---------------|--------------|
| # of B-3's* Processed | 2001 | | 1,700 | |
| | 2002 | 2,700 | 1000 | |
| # of B-3's* Processed | | | | |
| # of B-3's* Processed | 2003 | 2,700 | | |

| <i>Output Measures</i> | <i>Fiscal Year</i> | <i>Projected</i> | <i>Actual</i> | <i>Notes</i> |
|------------------------------|--------------------|------------------|---------------|--------------|
| # of new employees processed | 2001 | | 2,525 | |
| | 2002 | 2,550 | 2110 | |
| # of new employees processed | | | | |
| # of new employees processed | 2003 | 2,550 | | |

| <i>Output Measures</i> | <i>Fiscal Year</i> | <i>Projected</i> | <i>Actual</i> | <i>Notes</i> |
|--------------------------------------|--------------------|------------------|---------------|--------------|
| # of positions advertised internally | 2001 | | 347 | |
| | 2002 | 800 | 653 | |
| # of positions advertised internally | | | | |
| # of positions advertised internally | 2003 | 800 | | |

| Output Measures | Fiscal Year | Projected | Actual | Notes |
|---|--------------------|------------------|---------------|--------------|
| # of positions advertised through outside media | 2001 | | 103 | |
| | 2002 | 400 | 245 | |
| # of positions advertised through outside media | | | | |
| # of positions advertised through outside media | 2003 | 400 | | |

| Output Measures | Fiscal Year | Projected | Actual | Notes |
|---|--------------------|------------------|---------------|--------------|
| Complete automation of B-3 | 2001 | | Phase I | |
| | 2002 | Phase I | Completed | |
| Complete automation of B-3 | | | | |
| Intergrate the automated B-3 with the P-1 | 2003 | Phase II | | |

| Output Measures | Fiscal Year | Projected | Actual | Notes |
|---|--------------------|------------------|---------------|------------------------------------|
| Review/Qualify Applicants Process has been modified to only Qualify the Selected Applicant Process. | 2001 | | | 2,000 # of applicants selected) |
| | 2002 | see notes | 2200 | 2,000 # of applicants selected) |
| Review/Qualify Applicants Process has been modified to only Qualify the Selected Applicant Process. | 2003 | see notes | | |

| Output Measures | Fiscal Year | Projected | Actual | Notes |
|---|--------------------|------------------|---------------|------------------------------------|
| Review/Qualify Applicants Process has been modified to only Qualify the Selected Applicant Process. | 2001 | | 4,000 | 2,000 # of applicants selected) |
| | 2002 | see notes | 2200 | 2,000 # of applicants selected) |
| Review/Qualify Applicants Process has been modified to only Qualify the Selected Applicant Process. | | | | |
| Review/Qualify Applicants Process has been modified to only Qualify the Selected Applicant Process. | 2003 | 2500 | | |

| Output Measures | Fiscal Year | Projected | Actual | Notes |
|--|--------------------|------------------|---------------|--------------|
| # of personnel folders reviewed (Process has been modified by an Application Update Process. New process provides current applicant data and reduces the need to pull all personnel folders of each position.) | 2001 | | 3,000 | |
| | 2002 | 2,000 | 1000 | |
| | 2003 | 2,000 | | |

| Output Measures | Fiscal Year | Projected | Actual | Notes |
|--|--------------------|------------------|---------------|--------------|
| Complete automation of application update form | 2001 | | Phase I | |
| | 2002 | Phase II | Completed | |
| | 2003 | Phase II | | |

| Output Measures | Fiscal Year | Projected | Actual | Notes |
|------------------------|--------------------|------------------|---------------|---|
| None | 2001 | | | * A B-3 (Position Control Form) is a document which is used by City departments to take action on a position, i.e. release, create, reclassification or a deletion of a position. |
| | 2002 | See notes | | * A B-3 (Position Control Form) is a document which is used by City departments to take action on a position, i.e. release, create, reclassification or a deletion of a position. |
| | 2003 | See notes | | * A B-3 (Position Control Form) is a document which is used by City departments to take action on a position, i.e. release, create, reclassification or a deletion of a position. |

| Output Measures | Fiscal Year | Projected | Actual | Notes |
|----------------------------|--------------------|------------------|---------------|--------------|
| # of Newly Hires employees | 2003 | 1000 | | |

| Output Measures | Fiscal Year | Projected | Actual | Notes |
|--------------------------|--------------------|------------------|---------------|--------------|
| #of Terminated Employees | 2003 | 1600 | | |

Goal: ORGANIZATIONAL EXCELLENCE

Parent Program Strategy: PERSONNEL SERVICES

Department: HUMAN RESOURCES

Service Activity: Employee Relations

4740000

Service Activity Purpose and Description

To promote harmonious and cooperative relationships between employees represented by labor unions and City management, and to protect the public interest by assuring, at all times, the efficient, orderly and uninterrupted operations and functions of the City. To administer the collective bargaining agreements, assist client departments on employee relations issues, and coordinate the city's compliance with the labor agreements.

Changes and Key Initiatives

The key initiatives for FY 03 will be to begin implementation of interest based negotiations training for both management and for union leaders, to improve supervisory training and methods for proactive management of employee performance deficits, to improve management understanding of, and compliance with the collective bargaining agreements between the City, and to begin to align the collective bargaining agreements with a performance-based philosophy.

Input Measure (\$000's)

| | | | |
|------|-----|------------------|-----|
| 2003 | 110 | 110 GENERAL FUND | 264 |
|------|-----|------------------|-----|

FY02 amounts are the approved mid-year adjusted amounts and FY03 are approved amounts.

Strategic Accomplishments

none

Output Measures

***Fiscal
Year***

Projected

Actual

Notes

Collective bargaining agreements to be negotiated within the fiscal and operational constraints established by management.

2003

4

Goal: ORGANIZATIONAL EXCELLENCE

Parent Program Strategy: PERSONNEL SERVICES

Department: HUMAN RESOURCES

Service Activity: Employee Equity

4741000

Service Activity Purpose and Description

To protect the lawful rights of City employees and minimize the liability of the City on these issues. Its primary customers/clients are City employees, departments, and applicants/candidates for employment, transfer, or promotion. Employee consultations have increased. "Just Cause" findings have decreased. The number of investigations being conducted has increased. The functions of the Employee Equity include EEOC consultations and investigations and training. Additional ADA responsibilities include assisting the City in complying with the Americans with Disabilities Act by providing guidance to departments to assure that City programs and services are accessible to, and usable by, persons with disabilities; assuring that COA employees with disabilities are provided reasonable accommodations; investigating complaints of discrimination based on a disability of employees and constituents attempting to use City services.

Changes and Key Initiatives

This service activity was transferred from Human Resources to Risk Management in FY01 for FY02. An automated case tracking system will be implemented to monitor discrimination complaints.

This office is being formulated at this time within Human resources Department to include an ADA function in addition to EEO activities. Personnel were transferred during FY02 from Legal Department.

Input Measure (\$000's)

| | | | |
|------|-----|------------------|-----|
| 2002 | 110 | 110 GENERAL FUND | 109 |
| 2003 | 110 | 110 GENERAL FUND | 184 |

FY02 amounts are the approved mid-year adjusted amounts and FY03 are approved amounts.

Strategic Accomplishments

FY/01: Initiated the program. Created EEO Review Committee

| <i>Output Measures</i> | <i>Fiscal Year</i> | <i>Projected</i> | <i>Actual</i> | <i>Notes</i> |
|-------------------------------|---------------------------|-------------------------|----------------------|---------------------|
|-------------------------------|---------------------------|-------------------------|----------------------|---------------------|

| | | | | |
|------------------------------|------|----|----|--|
| EEOC Complaints Investigated | 2001 | | 88 | |
| | 2002 | 70 | | |
| EEOC Complaints Investigated | 2003 | 70 | | |

| <i>Output Measures</i> | <i>Fiscal Year</i> | <i>Projected</i> | <i>Actual</i> | <i>Notes</i> |
|-------------------------------|---------------------------|-------------------------|----------------------|---------------------|
|-------------------------------|---------------------------|-------------------------|----------------------|---------------------|

| | | | | |
|--|------|-----|--|--|
| Number of Supervisors receiving specific ADA training. | 2003 | TBD | | |
|--|------|-----|--|--|

| <i>Output Measures</i> | <i>Fiscal Year</i> | <i>Projected</i> | <i>Actual</i> | <i>Notes</i> |
|-------------------------------|---------------------------|-------------------------|----------------------|---------------------|
|-------------------------------|---------------------------|-------------------------|----------------------|---------------------|

| | | | | |
|--|------|-----|--|--|
| Number of new employees receiving specific ADA training. | 2003 | TBD | | |
|--|------|-----|--|--|

| <i>Output Measures</i> | <i>Fiscal Year</i> | <i>Projected</i> | <i>Actual</i> | <i>Notes</i> |
|-------------------------------|---------------------------|-------------------------|----------------------|---------------------|
|-------------------------------|---------------------------|-------------------------|----------------------|---------------------|

| | | | | |
|--|------|-----|--|--|
| Number of referrals made to private and governmental agencies. | 2003 | TBD | | |
|--|------|-----|--|--|

| <i>Output Measures</i> | <i>Fiscal Year</i> | <i>Projected</i> | <i>Actual</i> | <i>Notes</i> |
|-------------------------------|---------------------------|-------------------------|----------------------|---------------------|
|-------------------------------|---------------------------|-------------------------|----------------------|---------------------|

| | | | | |
|---|------|-----|--|--|
| Number of consultations with departments concerning ADA issues. | 2003 | TBD | | |
|---|------|-----|--|--|

| <i>Output Measures</i> | <i>Fiscal Year</i> | <i>Projected</i> | <i>Actual</i> | <i>Notes</i> |
|---|---------------------------|-------------------------|----------------------|---------------------|
| Number of consultations with COA employees concerning their disability issues, reasonable accommodations, and return to work. | 2003 | TBD | | |
| <i>Quality Measures</i> | <i>Fiscal Year</i> | <i>Projected</i> | <i>Actual</i> | <i>Notes</i> |
| Unresolved complaints filed with EEOC | 2001 | | 5 | |
| Unresolved complaints filed with EEOC | 2002 | 0 | | |
| | 2003 | 0 | | |

Goal: ORGANIZATIONAL EXCELLENCE

Parent Program Strategy: PERSONNEL SERVICES

Department: HUMAN RESOURCES

Service Activity: Classification Compensation

4760000

Service Activity Purpose and Description

Classification/Compensation provides for the equitable classification, competitive compensation and benefits programs, and promotional opportunities for all employees. Its primary customers/clients are city employees, departments and applicants/candidates for employment, transfer or promotion.

Changes and Key Initiatives

Complete 100% of the Classification Study Reviews.
Complete the reviews of all Position Specifications affected by the Classification Study.
Complete FLSA study for M series positions initiated in FY02.
Develop database to track all requests for job specification revisions to support a reduction in the number of job rewrites requested.

Input Measure (\$000's)

| | | | |
|------|-----|------------------|-----|
| 2002 | 110 | 110 GENERAL FUND | 239 |
| 2003 | 110 | 110 GENERAL FUND | 300 |

FY02 amounts are the approved mid-year adjusted amounts and FY03 are approved amounts.

Strategic Accomplishments

FY/01: Completed Phase 2 of compensation component of the Andersen Study.

| <i>Output Measures</i> | <i>Fiscal Year</i> | <i>Projected</i> | <i>Actual</i> | <i>Notes</i> |
|---|--------------------|------------------|---------------|--------------|
| Completion of Classification Review process | 2001 | | 90% | |
| | 2002 | 90% | | |
| Completion of Classification Review process | | | | |
| Completion of Classification Review process | 2003 | 95% | | |

| <i>Output Measures</i> | <i>Fiscal Year</i> | <i>Projected</i> | <i>Actual</i> | <i>Notes</i> |
|-----------------------------|--------------------|------------------|---------------|--------------|
| Finalize job specifications | 2001 | | 20% | |
| | 2002 | 65% | | |
| Finalize job specifications | | | | |
| Finalize job specifications | 2003 | 90% | | |

| <i>Output Measures</i> | <i>Fiscal Year</i> | <i>Projected</i> | <i>Actual</i> | <i>Notes</i> |
|---|--------------------|------------------|---------------|--------------|
| Implement Phase 3 of Classification component | 2001 | | 4,976 | |
| | 2002 | 1657 | | |
| Implement Phase 3 of Classification component | | | | |

| <i>Output Measures</i> | <i>Fiscal Year</i> | <i>Projected</i> | <i>Actual</i> | <i>Notes</i> |
|--|--------------------|------------------|---------------|--------------|
| Implement next phase of Classification study | 2001 | | 1/02 | |

| | | |
|--|------|------|
| Implement next phase of Classification study | 2002 | 1/03 |
| Implement next phase of Classification study | 2003 | 1/04 |

| Output Measures | Fiscal Year | Projected | Actual | Notes |
|--|--------------------|------------------|---------------|--------------|
| Develop a database to track the number of job specification revisions requested in order to reduce the number of rewrites. | 2003 | 100% | | |

| Quality Measures | Fiscal Year | Projected | Actual | Notes |
|--|--------------------|------------------|---------------|--|
| Timely implementation of future Classification study phases | 2001 | | 1/02 | |
| | 2002 | see notes | | 0% due to budgetary restraints. |
| Timely implementation of future Classification Compensation study phases | 2003 | see notes | | Phase 3 dependent on budgetary restraints. |

Goal: ORGANIZATIONAL EXCELLENCE

Parent Program Strategy: PERSONNEL SERVICES

Department: HUMAN RESOURCES

Service Activity: Testing

4761000

Service Activity Purpose and Description

The service activity purpose is to develop, validate and administer entry-level and promotional examinations for the APD, AFD and Corrections Departments and to administer clerical, keyboard, and accounting pre-employment tests for all city departments. Test results are captured for historical purposes.

Services Delivered:

Develop, validate and administer entry-level and promotional examinations for the APD, AFD and Corrections Departments.

Administer clerical, keyboard and accounting pre-employment tests for all city departments. Test results are captured for historical purposes.

Provide orientation to all newly-hired City employees.

Pursuant to State Law, test records are maintained for fifteen (15) years.

Primary Customers: The division's primary customers/clients are City employees, departments, and applicants/candidates for employment, transfer or promotion.

Customer Conditions: Average test scores have improved over the last 10-year period.

Changes and Key Initiatives

Validate the accounting data-entry test.

Review/revise the clerical, typing, and accounting reporting format and link to on-line application.

Input Measure (\$000's)

| | | | |
|------|-----|------------------|-----|
| 2002 | 110 | 110 GENERAL FUND | 132 |
| 2003 | 110 | 110 GENERAL FUND | 284 |

FY02 amounts are the approved mid-year adjusted amounts and FY03 are approved amounts.

Strategic Accomplishments

FY'03 (projected) - Revise the New Employee Orientation to include briefing on the City's 5-year goals.

FY/03 (projected): Incorporate strategic planning in the public-safety senior management promotional process.

| <i>Output Measures</i> | <i>Fiscal Year</i> | <i>Projected</i> | <i>Actual</i> | <i>Notes</i> |
|-------------------------------|---------------------------|-------------------------|----------------------|---------------------|
|-------------------------------|---------------------------|-------------------------|----------------------|---------------------|

| | | | | |
|---|------|--|----|--|
| # of Entrance & Promotional Tests developed | 2001 | | 14 | |
|---|------|--|----|--|

| | | | | |
|--|------|----|----|--|
| | 2002 | 14 | 11 | |
|--|------|----|----|--|

of Entrance & Promotional Tests developed

| | | | | |
|---|------|----|--|--|
| # of Entrance & Promotional Tests developed | 2003 | 12 | | |
|---|------|----|--|--|

| <i>Output Measures</i> | <i>Fiscal Year</i> | <i>Projected</i> | <i>Actual</i> | <i>Notes</i> |
|-------------------------------|---------------------------|-------------------------|----------------------|---------------------|
|-------------------------------|---------------------------|-------------------------|----------------------|---------------------|

| | | | | |
|---|------|--|-------|--|
| Entrance & Promotional level tests administered (#of applicants/candidates) | 2001 | | 1,700 | |
|---|------|--|-------|--|

| | | | | |
|--|------|-------|-------|--|
| | 2002 | 1,700 | 1,724 | |
|--|------|-------|-------|--|

Entrance & Promotional level tests administered (#of applicants/candidates)

| | | | | |
|---|------|-------|--|--|
| Entrance & Promotional level tests administered (#of applicants/candidates) | 2003 | 1,800 | | |
|---|------|-------|--|--|

| Output Measures | Fiscal Year | Projected | Actual | Notes |
|--|--------------------|------------------|---------------|--------------|
| # of ANew Employee Orientations | 2001 | | 410 | |
| | 2002 | 440 | 295 | |
| # of employees attending New Employee Orientations | 2003 | 368 | | |

| Output Measures | Fiscal Year | Projected | Actual | Notes |
|---|--------------------|------------------|---------------|--------------|
| # of Clerical, keyboard & accounting examinations administered (# of applicants/candidates) | 2001 | | 990 | |
| | 2002 | 1,000 | 972 | |
| # of Clerical, keyboard & accounting examinations administered (# of applicants/candidates) | 2003 | 610 | | |

| Quality Measures | Fiscal Year | Projected | Actual | Notes |
|--|--------------------|------------------|---------------|-------------------------|
| Subject-matter experts (smes) level of confidence in the job-relatedness of the testing instruments developed for all public safety departments. | 2001 | | see notes | 4.5 (12 respondents) |
| | 2002 | see notes | 4.5 | 4.5 (12 respondents) |
| | 2003 | 4.3 | | |

| Quality Measures | Fiscal Year | Projected | Actual | Notes |
|---|--------------------|------------------|---------------|-------------------------|
| Candidate's level of satisfaction with testing process | 2001 | | see notes | 4.3 (1,145 Respondents) |
| | 2002 | see notes | 4.4 | 4.4 (1,000 respondents) |
| Candidates' level of satisfaction with testing process. | 2003 | 4.0 | | |

Goal: ORGANIZATIONAL EXCELLENCE

Parent Program Strategy: PERSONNEL SERVICES

Department: HUMAN RESOURCES

Service Activity: Training and Organizational Excellence

4799000

Service Activity Purpose and Description

The purpose of the service activity:

Services Delivered:

Provide career awareness and training opportunities for existing and potential employees.

Develop and provide in-service skill training programs in all departments.

Design and implement leadership and management skill training programs.

Provide consultation services for organizational development and design.

Primary Customers: The division's primary customers/clients are city employees and departments.

Customer Conditions: Exceeded expectations.

Changes and Key Initiatives

Due to a 50 percent reduction in full-time training analyst positions at mid-year during FY02, training will be restructuring its strategic approach in providing training, career counseling, consultative and facilitative services to its customers. This will be accomplished by: Developing course content and training

City employees as trainers for that content so they may provide training for their departments.

Develop and begin an initial deployment of a on-line/Web Based Training library by utilizing COAWEB intranet.

Coordinate the publication of a centralized, real-time City Training Calendar utilizing the "I-Notes" feature in Lotus Notes.

Research the feasibility and develop the framework for a "Corporate University" approach for the City.

Creating partnerships with other entities to find low cost/no cost training delivery methods.

Input Measure (\$000's)

| | | | |
|------|-----|------------------|-----|
| 2002 | 110 | 110 GENERAL FUND | 485 |
| 2003 | 110 | 110 GENERAL FUND | 377 |

FY02 amounts are the approved mid-year adjusted amounts and FY03 are approved amounts.

Strategic Accomplishments

FY/02:

-Provided tiered management training opportunities to executive, mid, and line level managers in quality, strategic, facilitative and basic management techniques. The courses offered were, UNM Anderson School Quality Management Certificate Program, Executive Management Training for the Employee Work Plan, Facilitative Leadership, Supervisory Development Program, and the Leadership Academy.

-Partnered with the INTEL corporation to provide Harassment Prevention Training for City Employees. INTEL trained 9 City employees to be trainers and co-instructed with City trainers every 3 weeks for 6 months. INTEL provided this opportunity to the City at no charge.

-Eighty (80) mid and executive level City managers received 40 hours of training to become trainers enabling them to go back to their organizations and train their managers on the development and deployment of the Employee Work Plan System.

-In collaboration with the ISD Division and the Family and Community Services Department, City employees have received basic computer software application training in Windows, Word, Access, and PowerPoint.

FY/03 (projected):

-Eighty (80) City employees completed a train the trainer program for specific course content so they may provide training for their departments.

-On-line/Web Based Training library by utilizing the COAWEB intranet is deployed in its initial stage.

-A centralized real-time City Training Calendar utilizing the "I-Notes" feature in Lotus Notes is in full utilization.

-The framework for a "Corporate University" approach for the City is completed.

| Output Measures | Fiscal Year | Projected | Actual | Notes |
|---|--------------------|------------------|---------------|--------------|
| # of employee receiving career counseling | 2001 | | 100 | |
| | 2002 | 100 | | |
| # of employee receiving career counseling | 2003 | 100 | | |

| Output Measures | Fiscal Year | Projected | Actual | Notes |
|-----------------------------------|--------------------|------------------|---------------|--------------|
| # of employees receiving training | 2001 | | 5,900 | |
| | 2002 | 5,900 | | |
| # of employees receiving training | 2003 | 3200 | | |

| Output Measures | Fiscal Year | Projected | Actual | Notes |
|---|--------------------|------------------|---------------|--|
| # of employees receiving tuition assistance | 2001 | | 650 | |
| | 2002 | 650 | | |
| # of employees receiving tuition assistance | 2003 | 500 | | The Tuition Assistance fund was reduced from 150,000(FY02) to 100,000. Participation will decline by 150 due to the reduction in funding causing there to be no Summer 03 tuition cycle. |

| Output Measures | Fiscal Year | Projected | Actual | Notes |
|---|--------------------|------------------|---------------|--------------|
| # of employees taking managment/leadership training and using consultative services | 2001 | | 325 | |
| | 2002 | 400 | | |
| # of employees taking managment/leadership training and using consultative services | 2003 | 400 | | |

| Output Measures | Fiscal Year | Projected | Actual | Notes |
|--|--------------------|------------------|---------------|--------------|
| # of employees taking personal/career enhancement training | 2001 | | 1,310 | |
| | 2002 | 1,310 | | |
| # of employees taking personal/career enhancement training | 2003 | 750 | | |

| Output Measures | Fiscal Year | Projected | Actual | Notes |
|---|--------------------|------------------|---------------|---|
| # organizational change efforts | 2001 | | 53 | |
| | 2002 | 53 | | |
| # organizational change efforts | | | | |
| # organizational change efforts | 2003 | 25 | | |
| Output Measures | Fiscal Year | Projected | Actual | Notes |
| # of employees that have been trained as trainers on specific course subjects | 2003 | 80 | | |
| Output Measures | Fiscal Year | Projected | Actual | Notes |
| # of Web Based Training Modules available through the COAWEB | 2003 | TBD | | |
| Quality Measures | Fiscal Year | Projected | Actual | Notes |
| # of Organizational Change efforts in which training is involved | 2001 | | 53 | |
| | 2002 | 53 | | |
| # of Organizational Change efforts in which training is involved | | | | |
| # of Organizational Change efforts in which training is involved | 2003 | 25 | | |
| Quality Measures | Fiscal Year | Projected | Actual | Notes |
| # of Developed Learning Organizations within Departments | 2001 | | 3 | |
| # of Developed Learning Organizations within Departments | 2002 | 4 | | |
| | 2003 | 4 | | |
| Quality Measures | Fiscal Year | Projected | Actual | Notes |
| Client's Confidence in Subject Matter Experts | 2001 | | 3.9 | |
| | 2002 | 3.9 | | |
| Client's Confidence in Subject Matter Experts | 2003 | 3.9 | | (Rating Scale: 1=poor 2=fair 3=good 4=excellent) Based of 1500 surveys |
| Quality Measures | Fiscal Year | Projected | Actual | Notes |
| Client's Confidence in Program/Course Content | 2001 | | 3.9 | |
| | 2002 | 3.9 | | |
| Client's Confidence in Program/Course Content | 2003 | 3.9 | | (Rating Scale: 1=poor 2=fair 3=good 4=excellent) Based of 1500 surveys |

Goal: ORGANIZATIONAL EXCELLENCE

Department: HUMAN RESOURCES

Program Strategy: UNEMPLOYMENT COMPENSATION

47504

Represent the City's interest at unemployment compensation cases and appeals as well as in tracking associated claims cost.

Service Activities

Employee Equity/Risk

Unemployment Compensation Fund

Desired Community Condition

No desired community conditions exist.

Strategy Purpose and Description

The purpose of this program strategy:

- ☐ administer a federal and state mandated unemployment program on behalf of the City of Albuquerque entities,
- ☐ assure that only valid unemployment claims are processed against the City account maintained by the Department of Labor
- ☐ Provide representation at unemployment appeals.
- ☐ Provide training seminars to City managers.

The primary customers of the program strategy are employing entities of the City of Albuquerque.

Changes and Key Initiatives

Continued centralized processing of claims, comprehensive data gathering to intervene successfully at the onset of appeals.

- ☐ Continued auditing of benefit charges to the City account.
- ☐ Continued seminars regarding unemployment and appeals processes.
- ☐ Continued use of a contractor for representation at appeals hearings.

Input Measure (\$000's)

| | | | |
|------|-----|--------------------------|-----|
| 2002 | 705 | 705 RISK MANAGEMENT FUND | 288 |
| 2003 | 705 | 705 RISK MANAGEMENT FUND | 404 |

FY02 amounts are the approved mid-year adjusted amounts and FY03 are proposed amounts.

| Strategy Outcome | Measure | Fiscal Year | Projected | Actual | Notes |
|---|--|-------------|-----------|--------|--|
| Decreased cost of claims resulting from reviews for claims validity; improved education regarding necessary evidential material for appeals; and focused contracted appeals representation. | % REDUCTION IN COST OF CLAIMS <i>The City of Albuquerque is on an actual cost of claims premium payment to the Department of Labor, therefore valid claims and a strong defense against invalid claims is necessary. Using contract representation that is currently used by the State Risk Management Division provides some economies and a more comprehensive employer strategy.</i> | 2001 | | -4.1% | |
| | | 2002 | -18% | | In early FY 02 there was a down turn in the economy with increased unemployment claims beginning in September 2001. Quarterly claim costs rose from \$20,000 to \$60,000. The City was impacted by secondary employer claims as employees exhausted the primary employer benefits. As a result, during FY 02 temporary employees were laid off, which will impact unemployment claims. |

In during FY 02, the economy took a severe down turn, particularly after September 11. Claims for unemployment jumped from approximately \$20,000 per quarter to \$60,000 per quarter as of March 2002. A large number of these claims are attributed to secondary employer claims, as former employees of the City exhausted benefits from their most recent primary employer, the claim costs are charged to the secondary employer, the City.

Priority Objectives

Goal: ORGANIZATIONAL EXCELLENCE
Parent Program Strategy: UNEMPLOYMENT COMPENSATION
Department: HUMAN RESOURCES

Service Activity: Employee Equity/Risk

4790000

Service Activity Purpose and Description

To protect the lawful rights of City employees and minimize the liability of the City on these issues. Its primary customers/clients are City employees, departments, and applicants/candidates for employment, transfer, or promotion. Employee consultations have increased. "Just Cause" findings have decreased. The number of investigations being conducted has increased. The functions of the Employee Equity include EEOC consultations and investigations and training.

Changes and Key Initiatives

none

Input Measure (\$000's)

| | | | |
|------|-----|-----------------|----|
| 2003 | 705 | 705 RISK | 69 |
| | | MANAGEMENT FUND | |

FY02 amounts are the approved mid-year adjusted amounts and FY03 are approved amounts.

Strategic Accomplishments

Goal: ORGANIZATIONAL EXCELLENCE
Parent Program Strategy: UNEMPLOYMENT COMPENSATION
Department: HUMAN RESOURCES

Service Activity: Unemployment Compensation Fund

4792000

Service Activity Purpose and Description

Quarterly estimated payments are made to the Department of Labor for unemployment claims that might be processed against the City of Albuquerque entity account. Differences (over or under) are adjusted at the end of the quarter from the estimated to the actual cost of claims processed on behalf of former City of Albuquerque employees. Contracted representation at appeals hearings on behalf of City entities is being done. Actual claims paid are being tracked and monitored by the contractor. Coordination with the Department of Labor, the Contractor and within the City is being done by a staff resource.

Changes and Key Initiatives

Continued centralized processing of claims, comprehensive data gathering to intervene successfully at the onset of appeals.

Continued auditing of benefit charges to the City account.

Continued seminars regarding unemployment and appeals processes.

Continued use of a contractor for representation at appeals hearings.

Input Measure (\$000's)

| | | | |
|------|-----|-----------------------------|-----|
| 2002 | 705 | 705 RISK MANAGEMENT FUND | 288 |
| 2003 | 705 | 705 RISK MANAGEMENT FUND | 335 |

FY02 amounts are the approved mid-year adjusted amounts and FY03 are approved amounts.

Strategic Accomplishments

FY/02 (projected): Continue reducing claims costs through the use of a consistent process regarding the compilation of evidential material useful at the onset of appeals.

| Output Measures | Fiscal Year | Projected | Actual | Notes |
|--|--------------------|------------------|---------------|---|
| # of responses to unemployment claims | 2001 | | 161 | |
| | 2002 | 161 | | |
| # of responses to unemployment claims | 2003 | 100 | | |
| Output Measures | Fiscal Year | Projected | Actual | Notes |
| # of unemployment insurance discrimination and the # of decisions appealed | 2001 | | 6/21 | Six training seminars were conducted and 21 representations were done at unemployment appeals |
| | 2002 | -5% | | |
| Output Measures | Fiscal Year | Projected | Actual | Notes |
| # of training seminars | 2003 | 20 | | |
| Output Measures | Fiscal Year | Projected | Actual | Notes |
| Representation at Unemployment Appeals | 2003 | 50 | | |

| Quality Measures | Fiscal Year | Projected | Actual | Notes |
|--|--------------------|------------------|---------------|--------------|
| The results of survey of managers as to whether the City is represented effectively in unemployment compensation hearings. | 2002 | 75% | | |
| The results of survey of managers as to whether the City is represented effectively in unemployment compensation hearings. | 2003 | 75% | | |
| Quality Measures | Fiscal Year | Projected | Actual | Notes |
| Number of decisions appealed | 2003 | -5% | | |

Goal: ORGANIZATIONAL EXCELLENCE

Department: HUMAN RESOURCES

Program Strategy: INSURANCES AND ADMINISTRATION

47550

Provide general administrative support to the Human Resources Department. Provide benefit services to the City of Albuquerque employees.

Service Activities

Administration

Health Insurance

Dental Insurances

Desired Community Condition

No desired community conditions exist.

Strategy Purpose and Description

The program strategy purpose is to provide overall HR administrative support, and benefit services to City employees. In addition, the benefits packages have been offered to other governmental entities in the Greater Metropolitan area. The primary purpose of the service activities is to maximize benefit services to City employees, given available resources.

The City's contribution for health and dental programs has increased to 80% for most of its employees. The participating entities are challenged by increasing co-pays and deductibles for health/dental insurance.

During FY 02, the group experienced higher co-pays and premium increases in the 12% range. The health care industry in New Mexico continues to be challenged with provider demand for increases, loss of health care professionals and 20 to 25% increases in the cost of prescription drugs. At the national level, large employers are seeing 16% increases in health care costs, while smaller employers are seeing increases of 20%.

Participation by employees in the group plan is strong, averaging 90%. Concern expressed by employee groups has been shifted from claims service issues to quality of care issues and cost issues.

Changes and Key Initiatives

For FY 2003, RFP 2002-010-SV was issued for a one-carrier option for health coverage as a tactic to combat carrier increases expected at the 19% increase level.

Renewals with existing carriers averaging 11.2% were accepted, reflecting significant results when compared to national trend rates.

The one carrier option was rejected based on network and doctor loyalty on the part of employees. Cost savings from the one carrier option were evaluated to be temporary with the major HMOs expecting that multi-carrier offerings would be back in one year.

Lower price HMOs saw an opportunity to increase premiums if they were the only carrier offering coverage, and actively requested increases under a one or two carrier scenario.

It is expected that premium increases in the low teens will continue, it is expected that co pays will need to be increased to offset high increases.

Input Measure (\$000's)

2002 735 735 EMPLOYEE INSURANCE 27,053

2003 735 735 EMPLOYEE INSURANCE 30,132

FY02 amounts are the approved mid-year adjusted amounts and FY03 are proposed amounts.

| Strategy Outcome | Measure | Fiscal Year | Projected | Actual | Notes |
|----------------------------------|--|-------------|------------|----------|-------|
| Employees with improved benefits | COST INCREASE YEAR-TO-YEAR, CHANGES IN CO-PAYS changes in rates plus benefits | 2001 | | 9%/11.5% | |
| | | 2002 | 10.2%/5.5% | | |
| | | 2003 | 11.2/5.3 | | |

| Strategy Outcome | Measure | Fiscal Year | Projected | Actual | Notes |
|---|---|--------------------|------------------|---------------|---|
| Employees with greater awareness of options provided by City for health insurance | <i>PERCENTAGE CHANGE BY CARRIER FOR ALL TIERS FOR HEALTH AND DENTAL</i> | 2001 | | see notes | <i>carrier changes were:</i> Qual Med HMO -1.6 Presbyterian -3.3% Lovelace +1.0% Cimarron +27.1% Delta +20.6% Cigna -3.5% United Dental -2.5% United Conc -2.2% |
| | | 2002 | See notes | | <i>The changes at mid-year are:</i> Presbyterian +5.7% Lovelace -1.3% Cimarron -7.1% Delta +12.5% Cigna -3.8% United Dental -10.3% United Conc +30.6 |
| | | 2003 | See notes | | <i>The estimated change for FY 03 is:</i> Presbyterian +3.3% Lovelace +1.0% Cimarron -5.0% Delta +20.6% Cigna -3.5% United Dental -2.5% United Conc +2.2% |

| Strategy Outcome | Measure | Fiscal Year | Projected | Actual | Notes |
|--|--|--------------------|------------------|---------------|---|
| Employees with thorough understanding of retirement procedures | <i>Average score (on a scale of 1 to 5) of all sessions held by fiscal year, with the following criteria: Rating is for relevance, score 1-5, five being exceptional and 1 being poor.</i> | 2001 | | 4.03 | |
| | | 2002 | 4.5 | | <i>A cursory review of evaluations indicates rating at the pre-retirement sessions at projected levels.</i> |
| | | 2003 | 4.5 | | |

Priority Objectives

Goal: ORGANIZATIONAL EXCELLENCE
Parent Program Strategy: INSURANCES AND ADMINISTRATION
Department: HUMAN RESOURCES

Service Activity: Administration

4750000

Service Activity Purpose and Description

Services delivered:

Accounting, budgeting, general administrative support

Distribution of benefits information to employees and participating entities

Pre-retirement, early retirement and retirement services to City and Bernalillo County employees

Assistance to employees with plan disputes

Administer benefits payroll deductions and adjustments

Administer supplemental life and basic life benefits programs

Administer deferred compensation programs

Monitor employee insurance fund and propose OEB rate changes

Primary Customers: City entities and other participating employers, their employees and qualified dependents.

Customer Conditions: The result of the FY 01 survey was conclusive in the overall rating of staff, and was mostly positive. Of the 57 comments the Division received, thirteen referred to staff, twelve were positive. Of the retiree portion of the survey, even though the returned number of surveys was less than 20%, satisfaction was fairly high.

Changes and Key Initiatives

The Village of Corrales, was added to the insurance pool.

COG and AMFCA were incorporated in the 80% contribution level.

Deferred compensation program and retirement presentations have been developed for pre-retirement sessions.

Deferral calculations for retirement lump-out payments have been formatted in a spreadsheet to provide accurate financial consultation to employees.

The establishment of an eligibility file with appropriate interface to plans and payroll will continue to be considered provided resources and benefits can be identified. Employee self-help options, particularly web-enabled enrollment will continue to be a priority.

The employee insurance handbook will be revamped; more common and generic presentations will be incorporated in the redesign in order to accommodate all participating entities.

Based on the Employee survey that was completed in late FY 01, the two areas of greatest concern were regarding the satisfaction level of employees with the manner in which changes can be made regarding benefits/insurance selections and in the level and quality of care that is received from insurance providers. Regarding the first point, our best initiative would be to automate and modernize this process. The key question to be determined is should this process be contracted. Regarding the second point, the RFPs circulated for FY02 attempt to attract additional plans to the mix offered by the City. It should be noted, however, BCBSNM is a duplicate provider network of those networks offered by Cimarron and Presbyterian Health Plans, therefore, more plans do not necessarily provide better care. All the carriers continue to experience financial stress, increasing losses of health care providers, and difficulty in addressing access issues. During the evaluation phase of the RFPs, consideration will be given to provide more or different choices for employees, provided cost is not prohibitive.

Input Measure (\$000's)

| | | | |
|------|-----|---------------------------|-----|
| 2002 | 735 | 735 EMPLOYEE INSURANCE | 565 |
| 2003 | 735 | 735 EMPLOYEE INSURANCE | 580 |

FY02 amounts are the approved mid-year adjusted amounts and FY03 are approved amounts.

Strategic Accomplishments

FY/01: Continued increases in participation in health and dental programs and voluntary life program.

FY/02 (projected): Continued increases in participation in health and dental programs, deferred compensation programs and voluntary life programs.

| Output Measures | Fiscal Year | Projected | Actual | Notes |
|---|--------------------|------------------|---------------|--------------|
| Employees attending open enrollment sessions and health fairs | 2001 | | 1,000 | |
| | 2002 | 1,000 | | |
| Employees attending open enrollment sessions and health fairs | | | | |
| Employees attending open enrollment sessions and health fairs | 2003 | 1,400 | | |

| Output Measures | Fiscal Year | Projected | Actual | Notes |
|---|--------------------|------------------|---------------|--------------|
| Information packets and brochures mailed or distributed | 2001 | | 8,392 | |
| | 2002 | 8,400 | | |
| Information packets and brochures mailed or distributed | | | | |
| Information packets and brochures mailed or distributed | 2003 | 6383 | | |

| Output Measures | Fiscal Year | Projected | Actual | Notes |
|---|--------------------|------------------|---------------|--------------|
| Number of new hires provided benefits orientation | 2001 | | 559 | |
| | 2002 | 559 | | |
| Number of new hires provided benefits orientation | | | | |
| Number of new hires provided benefits orientation | 2003 | 400 | | |

| Output Measures | Fiscal Year | Projected | Actual | Notes |
|------------------------------|--------------------|------------------|---------------|--------------|
| Retirees attending briefings | 2001 | | 235 | |
| | 2002 | 290 | | |
| Retirees attending briefings | | | | |
| Retirees attending briefings | 2003 | 800 | | |

| Quality Measures | Fiscal Year | Projected | Actual | Notes |
|--|--------------------|------------------|---------------|--------------|
| Employees level of satisfaction with the information provided on benefits (Survey) | 2001 | | 85% | |
| | 2002 | 85% | | |
| | 2003 | 85% | | |

| Quality Measures | Fiscal Year | Projected | Actual | Notes |
|--|--------------------|------------------|---------------|--------------|
| Employees level of satisfaction with the level of service provide by staff (Survey) | 2001 | | 90% | |
| | 2002 | 90% | | |
| Employees level of satisfaction with the level of service provided by staff. (Survey to be conducted.) | 2003 | 90% | | |

| <i>Quality Measures</i> | <i>Fiscal Year</i> | <i>Projected</i> | <i>Actual</i> | <i>Notes</i> |
|--|---------------------------|-------------------------|----------------------|---------------------|
| Employees level of satisfaction with the process of changing benefits/insurance options (Survey) | 2001 | | 75% | |
| | 2002 | 75% | | |
| | 2003 | 75% | | |

| <i>Quality Measures</i> | <i>Fiscal Year</i> | <i>Projected</i> | <i>Actual</i> | <i>Notes</i> |
|---|---------------------------|-------------------------|----------------------|---------------------|
| Retirees level of satisfaction with the retirement process (Survey) | 2001 | | 95% | |
| | 2002 | 95% | | |
| | 2003 | 95% | | |

Goal: ORGANIZATIONAL EXCELLENCE
Parent Program Strategy: INSURANCES AND ADMINISTRATION
Department: HUMAN RESOURCES

Service Activity: Health Insurance

4786000

Service Activity Purpose and Description

Health Programs:

Conduct annual rate renewal negotiations and contract formulation.

Administer RFP and RFI processes related to health benefits.

Enroll/disenroll, process forms, enter payroll deductions.

Process premium payments and reconcile prepayment to eligibility file.

Review and reconcile utilization information.

Flex Benefits (Section 125)

Distribute Plan material, establish enrollment process, establish payroll deductions.

Monitor accounts, validate deductions to claim payments.

Submit enrollment forms to contractor, notify for terminations.

COBRA

Provide enrollment forms to contractor.

Provide new hire information to contractor for COBRA rights notifications.

Provide applications for COBRA applicants.

Monitor COBRA monthly activity by plan and participants.

Primary Customers: Eligible City employees and qualified dependents and participating entities and their employees.

Customer Conditions: Exceeded expectations.

Changes and Key Initiatives

FY 02:

Finalized intranet web page with comparison information, including plan limitations and exclusions. Waiting ISD approved software for publication of web page.

Prepared and released RFP for single health carrier option. RFP was canceled as renewals were accepted with existing carriers.

FY 02:

Issued Health Insurance RFP for FY 03 plan year.

Converted to a universal age 25 for dependents.

Formulated process to capture premium/claim information to validate RFP proposal costs and renewal calculations.

Will formulate direction regarding eligibility database and on-line enrollment processes.

Input Measure (\$000's)

| | | | |
|------|-----|---------------------------|--------|
| 2002 | 735 | 735 EMPLOYEE INSURANCE | 23,867 |
| 2003 | 735 | 735 EMPLOYEE INSURANCE | 26,694 |

FY02 amounts are the approved mid-year adjusted amounts and FY03 are approved amounts.

Strategic Accomplishments

FY/02: Revamped intranet site with health benefit option comparisons, summary plan descriptions, rate comparisons, eligibility requirements and links to provider sites. Awaiting web software from ISD/DFAS.

| <i>Output Measures</i> | <i>Fiscal Year</i> | <i>Projected</i> | <i>Actual</i> | <i>Notes</i> |
|-------------------------------|-------------------------------|-------------------------|----------------------|---------------------|
|-------------------------------|-------------------------------|-------------------------|----------------------|---------------------|

| | | | | |
|---|------|----|---|--|
| Employees participating in dependent care assistance programs | 2001 | | 9 | |
| | 2002 | 9 | | |
| Employees participating in dependent care assistance programs | | | | |
| Employees participating in dependent care assistance programs | 2003 | 15 | | |

| Output Measures | Fiscal Year | Projected | Actual | Notes |
|--|--------------------|------------------|---------------|--------------|
| Employees participating in health programs | 2001 | | 5,653 | |
| | 2002 | 5,700 | | |
| Employees participating in health programs | | | | |
| | 2003 | 5,700 | | |

| Output Measures | Fiscal Year | Projected | Actual | Notes |
|--|--------------------|------------------|---------------|--------------|
| Employees participating in medical reimbursement program | 2001 | | 46 | |
| | 2002 | 50 | | |
| Employees participating in medical reimbursement program | | | | |
| Employees participating in medical reimbursement program | 2003 | 75 | | |

| Output Measures | Fiscal Year | Projected | Actual | Notes |
|--|--------------------|------------------|---------------|--------------|
| Number of employees participating in COBRA health coverage | 2001 | | 34 | |
| | 2002 | 34 | | |
| Number of employees participating in COBRA health coverage | | | | |
| Number of employees participating in COBRA health coverage | 2003 | 27 | | |

| Quality Measures | Fiscal Year | Projected | Actual | Notes |
|---|--------------------|------------------|---------------|--------------|
| Employees level of satisfaction with the level and quality of care received from the health insurance provider (Survey) | 2001 | | 76% | |
| Employees level of satisfaction with the level and quality of care received from the health insurance provider (Survey) | 2002 | 80% | | |
| Employees level of satisfaction with the level and quality of care received from the health insurance provider. (Survey to be conducted.) | 2003 | 80% | | |

| Quality Measures | Fiscal Year | Projected | Actual | Notes |
|--|--------------------|------------------|---------------|--------------|
| Employees level of satisfaction with the value provided with the benefits package (Survey) | 2001 | | 85% | |
| Employees level of satisfaction with the value provided with the benefits package (Survey) | 2002 | 85% | | |
| Employees level of satisfaction with the value provided with the benefits package. (Survey to be provided) | 2003 | 85% | | |

Goal: ORGANIZATIONAL EXCELLENCE
Parent Program Strategy: INSURANCES AND ADMINISTRATION
Department: HUMAN RESOURCES

Service Activity: Dental Insurances

4787000

Service Activity Purpose and Description

Services Delivered:

Dental Programs

Conduct annual rate renewal negotiations and contract formulation.

Administer RFP and RFI processes related to dental benefits.

Enroll/disenroll, process forms, enter payroll deductions.

Process premium payments and reconcile prepayment to eligibility file.

Review and reconcile utilization information.

Primary Customers: Eligible City employees and qualified dependents and participating entities and their employees.

Customer Conditions: Exceeded expectations.

Changes and Key Initiatives

Implementing 100% plan pay on preventive and diagnostic level services on all comprehensive programs.

Finalized intranet web page with comparison information. Waiting for ISD/DFAS to provide software and publish web page.

Implementing \$1,200 annual maximum benefit on all comprehensive dental programs.

Implemented conversion to a universal age 25 for dependents.

Formulated process to capture premium/claim information to validate RFP proposal costs.

Will formulate direction regarding eligibility database and web-based enrollment.

Will seek to provide multiple plan options by carrier.

Input Measure (\$000's)

| | | | |
|------|-----|---------------------------|-------|
| 2002 | 735 | 735 EMPLOYEE INSURANCE | 2,621 |
| 2003 | 735 | 735 EMPLOYEE INSURANCE | 2,858 |

FY02 amounts are the approved mid-year adjusted amounts and FY03 are approved amounts.

Strategic Accomplishments

FY/01: Revamped intranet site with health benefit option comparisons, summary plan descriptions, rate comparisons, eligibility requirements and links to provider sites.

| <i>Output Measures</i> | <i>Fiscal Year</i> | <i>Projected</i> | <i>Actual</i> | <i>Notes</i> |
|---|---------------------------|-------------------------|----------------------|---------------------|
| Employees participating in dental programs. | 2001 | | 5,574 | |
| Employees participating in dental programs. | 2002 | 5,632 | | |
| Employees participating in dental programs. | 2003 | 5,700 | | |
| <i>Output Measures</i> | <i>Fiscal Year</i> | <i>Projected</i> | <i>Actual</i> | <i>Notes</i> |
| Number of dental plan options available to city employees | 2001 | | 4 | |

| | | |
|---|------|---|
| Number of dental plan options available to city employees | 2002 | 6 |
| Number of dental plan options available to city employees | 2003 | 4 |

| Output Measures | Fiscal Year | Projected | Actual | Notes |
|---|--------------------|------------------|---------------|--------------|
| Number of employees participating in COBRA dental coverage. | 2001 | | 33 | |
| Number of employees participating in COBRA dental coverage. | 2002 | 40 | | |
| Number of employees participating in COBRA dental coverage. | 2003 | 30 | | |

| Quality Measures | Fiscal Year | Projected | Actual | Notes |
|--|--------------------|------------------|---------------|--------------|
| Employees level of satisfaction with the level and quality of service received from the dental insurance provider (Survey) | 2001 | | 76% | |
| Employees level of satisfaction with the level and quality of service received from the dental insurance provider (Survey) | 2002 | 80% | | |
| Employees level of satisfaction with the level and quality of service received from the dental insurance provider. (Survey to be conducted.) | 2003 | 80% | | |

| Quality Measures | Fiscal Year | Projected | Actual | Notes |
|--|--------------------|------------------|---------------|--------------|
| Employees level of satisfaction with the value provided with the benefits package (Survey) | 2001 | | 85% | |
| | 2002 | 85% | | |
| Employees level of satisfaction with the value provided with the benefits package (Survey) | 2003 | 85% | | |